

DD/A Registry
File *Training*

DD/A 75-~~ED~~74


10-17-75

MEMORANDUM FOR: Director of Personnel

SUBJECT : Language Development Committee and
Training Selection Board

REFERENCE : Memo fm D/Pers dtd 14 Jan 75, Same Subject
(DD/A 75-0163)

Inasmuch as the Language Development Committee and the Training Selection Board must represent the Agency as a whole, it would be inappropriate for the Chairman of both the Committee and Board to represent any one particular Directorate, or to be more specific "take his orders from the DDA." Moreover, inasmuch as the Chairman should look broader than any one Directorate, it is possible that the DDA interest would not be served on either the Committee or the Board. Hence, we have our representative, which in each case comes from the Office of Personnel, and thus we feel it is most appropriate that our representation is passed through that channel. We prefer to use your Office.


John N. McMahon
Associate Deputy Director
for
Administration

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ADD/A:JNMvMahon:kso (15 Jan 75)

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Training-4

LANGUAGE DEVELOPMENT COMMITTEE

Minutes of Meeting - 9 January 1975

1. This meeting was convened at the request of the Deputy Director of Central Intelligence, General Walters. It was held in the DCI Conference Room from 1530 to 1640 hours. All members were present. [redacted] newly-appointed Executive Secretary of the Committee, attended also.

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2. General Walters began by commenting on the fact that children in immigrant families in the U.S. no longer learn the language of their parents, preferring English. He said that lack of foreign language resources in the Agency is a latent problem, that it will take awhile before the Agency realizes it. He asserted that everybody is in favor of language training, but when the chips are down will not release employees long enough to learn foreign languages nor provide sufficient money to do so. He believes that some organizational incentives are needed but wasn't sure what.

3. The Committee Chairman, Mr. Rodriguez, gave General Walters a brief history of the LDC, dating from 1966, stressing that in the beginning the Agency did not know what foreign language resources it had; now it does. He made the point that there are both language shortages in the Agency, and inadequate use of existing resources. He cited the fact that all language designated positions in SE Division/DDO are in Headquarters rather than the field where they would be more useful. [redacted] commented, however, that the language resources of SE Division at Headquarters had been used to assist [redacted] in highly important translations of Soviet Bloc technological documents.

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4. Mr. Rodriguez pointed out further that there definitely exists throughout the Agency a desire to improve our foreign language capabilities. General Walters observed, however, that supervisors are not willing to allow their subordinates to stay in language training long enough to learn a language well, and that the Agency had to be careful not to "imprison" language-skilled officers in a narrow field of endeavor. [redacted] underlined the need, especially in his area of responsibility, for language specialists, noting at the same time that their remuneration is relatively poor. He cited the instance of an officer

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hired by [] - a man fluent in Chinese, Japanese and Korean-- who received a GS-11 appointment and for whom promotion would not come before two or three years. [] also pointed out that in some instances translators working under contract to the [] could make more money than Agency staff translators.

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5. Common Languages vs. Exotic Languages - General Walters spoke on this general topic several times during the meeting. He opined that the Agency does well, i.e., has a relatively better resource bank, in common languages than in uncommon ones. He stressed repeatedly, however, that our language development must concentrate on the ones coinciding with our major or priority targets--Russian, [] He affirmed that, in view of the cutback of resources for language training cited by Mr. Rodriguez, we should consider dropping efforts to train in the languages of lower priority areas, e.g.,

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[] He made no reference to the Slavic languages other than Russian, asserted that the Agency could recruit people easily enough with skills in French, and especially Spanish. He said that the Agency "cannot spread the fan" as widely as before (i.e., offer training in as many languages, nor be expected to maintain language skills in as many languages as before).

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6. [] pointed out that he is charged with maintaining a capability in 40 foreign languages. The point also was made that wider distribution of language translation skills within the DDI would ease the heavy burden on [] General Walters did not comment on these points.

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7. [] cited the concern within DDO about the shortage of Russian language skills, noting that few were coming forward for Russian training.

8. Language Development Incentives - General Walters asserted rather strongly that there should be incentives in the Agency for learning foreign languages, especially the more important ones. A brief description of the Language Incentives Cash Award Program was given him, together with the fact that approximately \$150,000 had been awarded Agency personnel through this program since it had been initiated in its present form in 1972. He expressed satisfaction at this.

9. General Walters then went on to comment that all personnel overseas ought to be rated, among other things, on their "growth" in the language of the country to which assigned, adding that even if the skills are not required in their jobs, they still must buy groceries, travel and communicate off the job. He believes the Fitness Report should

reflect such evaluation, and that a point system might be used for determining whether or not an employee should be promoted vis-a-vis language skill and responsibilities.

10. He then went on to the question of "native" fluency, pointing out that in our work it is critically important in some cases that an American be able to "pass" as a foreign native, that this requires something very special beyond 99% fluency, and that an incentive in terms of special award of some kind should be given to employees who achieve "native" fluency (and inferentially, native behavior).

11. DCI's Concern - Pointing out that the DCI speaks Italian, French, and Swedish, General Walters said that Mr. Colby is "enormously interested in this problem" (of diminishing language resources in the Agency) and that he, General Walters, would be speaking further to him about it. General Walters stated his intention of conveying to Mr. Colby his recommendation that we cut back on the number of languages taught in the Agency, concentrating on those related to the most important targets.

12. Liaison with Foreign Services - General Walters said that as we are forced to reduce our (Agency) presence abroad, we will have to rely more on liaison connections, and that being able to speak with liaison service representatives in their languages will be important. He said that we cannot underestimate the goodwill which comes from being able to speak in another's native language. He also spoke about the power of flattery in any language.

13. Conclusions - by DDCI

a. maintain language training resources as much as possible, but if they must be cut, do so with less important languages, retain resources for important target languages, especially, Russian,

b. formulate some proposals from LDC to DDCI; he will take them up with DCI, DDO, et al.;

c. come see him personally to discuss these problems; he is very anxious to do so; he added, "One can do a lot through channels, but sometimes some extrachannel activity helps.";

d. he would like to visit the total immersion program in [redacted] in late May or early June; also would like to visit the Russian program,

if one is held. (NB: In this connection, the clearability of instructors should no longer be a problem in using them at as everyone now knows what goes on there and who conducts it.)

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14 JAN 1975

MEMORANDUM FOR: Associate Deputy Director for Administration

SUBJECT : Language Development Committee and
Training Selection Board

REFERENCE : Memo for D/Pers fr ADD/A dtd 31 Dec 74,
re same subject

1. We have reviewed the instructions in the referent memorandum to keep the Deputy Director for Administration informed in a timely manner concerning meetings, items and results of the Language Development Committee and the Training Selection Board. [redacted] our Deputy Director of Personnel for Recruitment and Placement, is the OP representative on the Language Development Committee, and I am the representative on the Training Selection Board. [redacted] is my alternate on the Training Selection Board.

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2. We would, of course, be very pleased to keep you informed on the activities of these two important organizations. Since Mr. Rodriguez is the Chairman of both the Committee and the Board and is involved with this work more on a day-to-day basis than is the case with [redacted] or myself, would it not avoid duplication by relying on Mr. Rodriguez to make the necessary reports and to keep your Office informed. If you disagree and prefer to receive input from this Office, we will be happy to comply.

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[redacted]
R. W. M. Jamney
Director of Personnel

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